



Share your program's  
vision and mission  
statements  
in the chat box!





# An Artfully Formed Positive Environment: Sketching Your Organizational Culture

Monday, June 22, 2020





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# Facilitators



**Kathleen Bethke**

*Instructional Design Lead*



**Sarah Brightwell**

*Senior Curriculum and Training Specialist*







# An Artfully Formed Positive Environment

**1**

**Sketching Your  
Organizational  
Culture**

Monday  
June 22

**2**

**Positive  
Learning  
Environments**

Tuesday  
June 23

**3**

**Safety  
Measures**

Wednesday  
June 24

**4**


**Social and  
Emotional  
Learning**


Thursday  
June 25




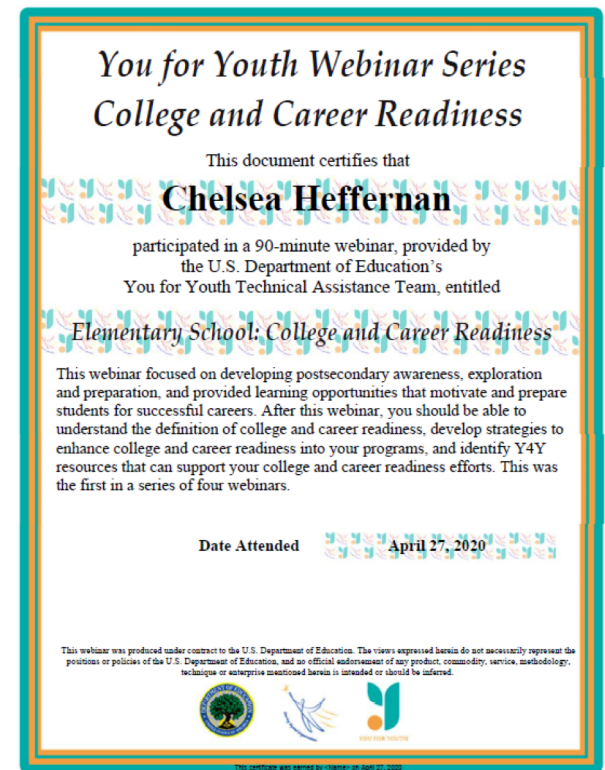


# Certificate of Participation

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 Certificates will be emailed to you.

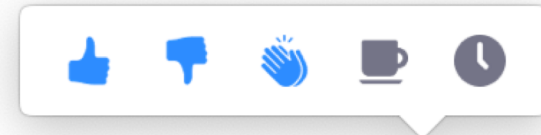
 It could take up to 1 week to receive your certificate due to high attendance numbers.







# Using Zoom



Mute



Stop Video



Invite



Participants 1



Share



Chat



Record

Leave Meeting





# Objectives



Define organizational culture and climate.



Examine techniques and strategies for building positive culture and climate.



Review Y4Y tools that can help you build a positive organizational culture.







# Establishing Culture

Vision

Mission

Culture

Climate



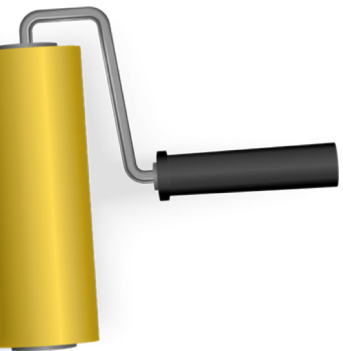


# Define Organizational Culture

**VISION AND MISSION STATEMENTS**

**PROGRAM'S DRIVING  
VALUES**

**CULTURE AND CLIMATE  
STATEMENTS**

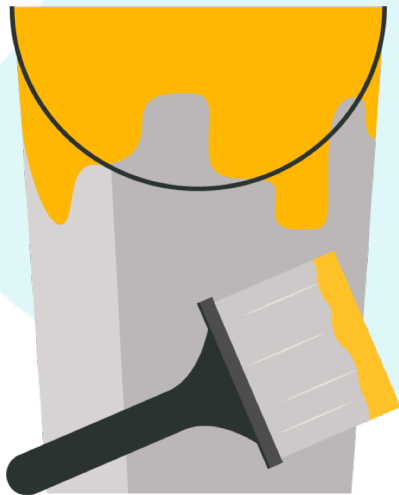






# Create a Vision

**IMAGINE**  
the  
*Possibilities*







# Create a Vision

What would the  
lives of your  
students and  
families look like?

What will the  
students and  
families have  
accomplished?

What will they be  
doing as a result  
of being a part of  
your program?





## Create a Vision



*Imagine...*

**ALL YOUR DREAMS  
for your  
STUDENTS  
AND FAMILIES  
COMING TRUE.**





# Vision Statement



Short

Big  
picture

Inspiring

All students will be safe, healthy and supported; graduate from high school; and grow into mature, successful adults.

STUDENTS  
AND  
FAMILIES





# Mission Statement



What will we  
do to reach  
our vision?

Whom will we  
serve?

How will we  
support them?





# Mission Statement Supports the Vision



All students will be safe, healthy and supported; graduate from high school; and grow into mature, successful adults.






ABC 21<sup>st</sup> CCLC Program will provide evidence-based, out-of-school time activities and family events to support all participants and meet their social, emotional, physical and academic needs.





# Creating a Vision and Mission

 You for Youth   Summer Learning Initiative <span style="float: right;">1</span>		
<b>Creating Vision and Mission</b>		
Use the chart below to create a vision and mission for your summer learning program.		
<b>Vision</b>		
1. In the box below answer: What do you want to achieve? ( <i>Example: Impact all students.</i> )	2. In the box below answer: What will change for the better? ( <i>Example: Students will be happy, engaged and learning.</i> )	
3. Write your Vision Statement: ( <i>Example: "All students are happy, engaged and learning."</i> )		
<b>Mission</b>		
1. What will you do? ( <i>Example: Meet the academic, social, emotional and physical needs of our students.</i> )	2. Who will be impacted? ( <i>Example: Students</i> )	3. How will you get it done? ( <i>Example: Provide a high-quality summer learning program.</i> )
4. Mission statement: ( <i>Example: "Provide a high-quality summer learning program that meets the academic, social, emotional and physical needs of all students."</i> )		
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# Culture and Climate







## **CULTURE**

...is the group's personality.

...takes years to evolve.

...is based on values and beliefs.

...is "the way we do things around here."

...determines whether improvement is possible.

## **CLIMATE**

...is the group's attitude.

...is easy to change.

...is based on perceptions.

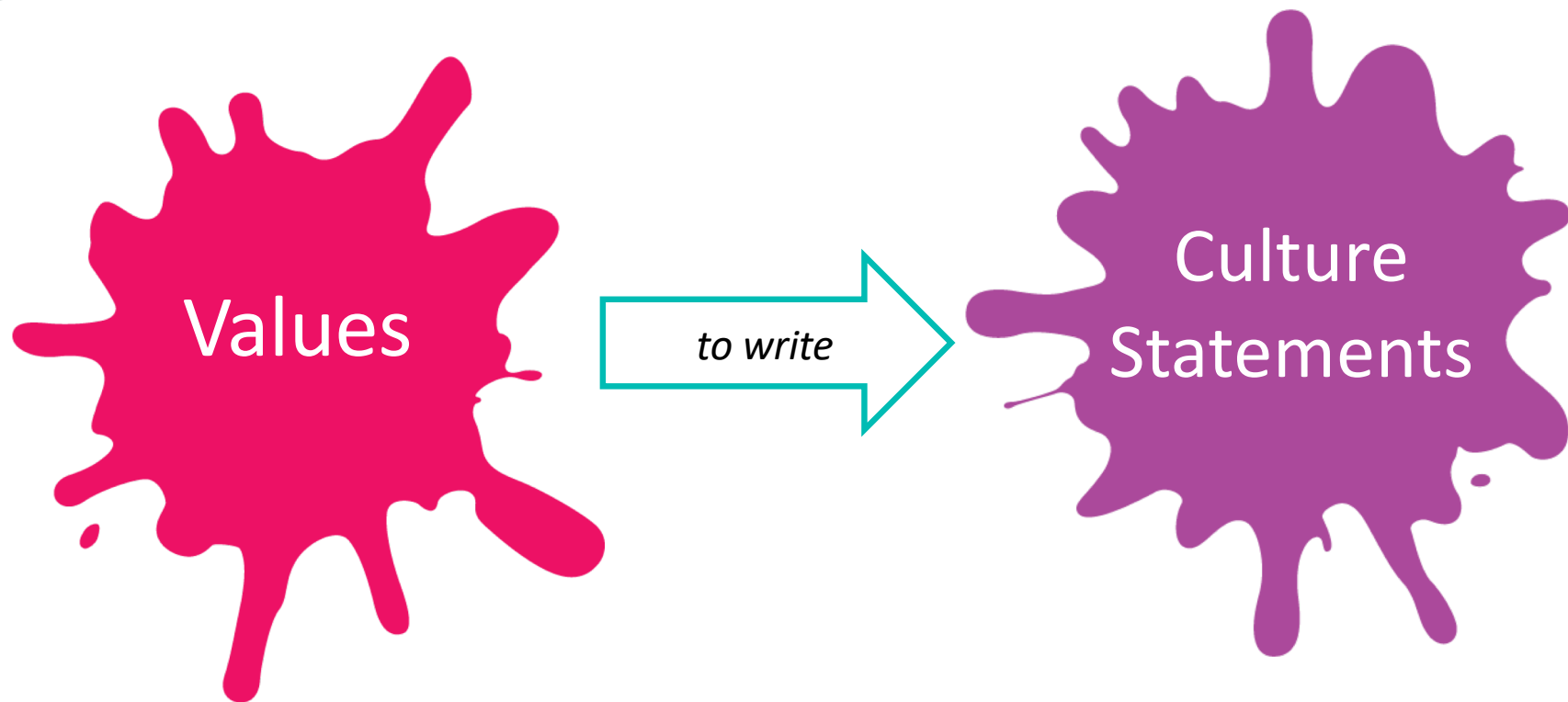
...is "the way we feel or what we see."

...is the first thing that improves when positive change is made.





# Write Culture and Climate Statements







# Organizational Values

Communication

Quality

Integrity

Diversity

Lifelong  
Learning

Respect

Inclusivity

Collaboration

Independence







# Culture Statements

**VALUE**

**Communication**

**CULTURE STATEMENT**

**Communicate consistently with  
all stakeholders.**





# Culture Statements

**VALUE**

**Diversity**

**CULTURE STATEMENT**

**Embrace the diversity of all  
stakeholders.**





# Culture Statements

**VALUE**

Inclusivity

**CULTURE STATEMENT**

Ensure that all students have access to the program.



# Culture Statements



**VALUE**

Quality

**CULTURE STATEMENT**

Implement best practices for achieving high educational and operational standards.





# Culture Statements

## VALUE

Lifelong Learning

## CULTURE STATEMENT

Encourage lifelong learning for staff, students and families.



# Culture Statements



## VALUE

### Collaboration

## CULTURE STATEMENT

Collaborate consistently and proactively with all students, families and staff.



# Culture Statements



**VALUE**

**Integrity**

**CULTURE STATEMENT**

**Do what is right—  
never compromise integrity.**



# Culture Statements



**VALUE**

**Respect**

**CULTURE STATEMENT**

**Build respectful relationships  
with all stakeholders.**



# Culture Statements



**VALUE**  
Independence

## **CULTURE STATEMENT**

Build student independence in  
all areas of the program.





# Culture and Climate Statements

Values

*to write*

Culture  
Statements

*to write*

Climate  
Statements

What program values **look like**  
**in action** and **behaviors**  
**expected from staff.**

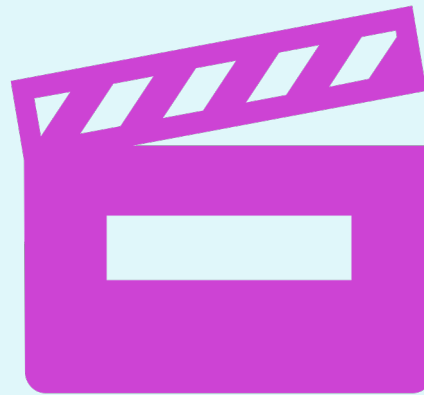




# Climate Statements



Describe  
Behaviors



Orient to Actions



Exemplify Values





## VALUE Quality

### CULTURE STATEMENT

Implement best practices for achieving high educational and operational standards.

### CLIMATE STATEMENTS

- We will intentionally design activities to meet student needs.
- We will participate and interact with students during all activities.





# Climate Statements

Build respectful relationships with all stakeholders.

We will always use a level 2 voice with students.

We will look in the eyes of those to whom we are speaking.

We will never discipline a student in front of others.

We will never use negative talk.

We will leave personal issues at home.

We will always respect the property of school-day teachers.





# Create Your Climate Statement

Encourage lifelong learning for staff,  
students and families.

We will ...



# Y4Y Tools and Resources



## Example Culture and Climate Statements

Use this resource to create a customized culture and climate statement for your organization.

- Commit to educating our diverse student population.**
  - We will treat every student equally.
  - We will expect excellence from our students.
  - We will show students how to set and attain their educational goals.
  - We will appreciate the differences in student cultures.
- Build respectful relationships with all stakeholders.**
  - We will always use a level 2 voice with students.
  - We will look in the eyes of those to whom we are speaking.
  - We will never discipline a student in front of others.
  - We will never use negative talk.
  - We will leave personal issues at home.
  - We will always respect the property of school-day teachers.
- Implement best practices for achieving high educational and operational standards.**
  - We will intentionally design activities to meet student needs.
  - We will observe and learn from others.
  - We will attend all meetings and training.
  - We will be organized and plan ahead.
  - We will conduct weekly staff meetings.
  - We will participate and interact with students during all activities.
- Communicate and team members.**
  - We will hold meetings with all stakeholders.
  - We will do our best to ensure school-day staff are successful.
  - We will share our knowledge and experiences.
  - We will hold each other accountable.
- Exceed expectations.**
  - We will always exceed expectations.
  - We will show excellence in everything we do.
  - We will write new goals for ourselves and our team members.
  - We will always be a step ahead.
- Recognize the efforts of all team members.**
  - We will hold a special ceremony on every campus to recognize the efforts of peers.
  - We will involve all team members in the process.
  - We will respect the contributions of all team members.
- Do what is right, no matter the cost.**
  - We will always do what is right.
  - We will be honest and transparent.
  - We will be held accountable for our actions.
  - We will expect the same from all team members.



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## Implementation Checklist: Establishing Your Organization's Culture

Use this tool as a guide for planning to define your organizational culture. It will help you establish a positive culture of achievement.

### Establishing Culture

#### Step 1: Building Your Program Team

This work is intended to guide your program staff in their daily activities. Establish culture requires that you include those for whom the culture will have an impact. Build a program team. Then, invite additional staff members and stakeholders to participate in the organizational culture and climate creation process. Doing so will increase staff buy-in and ensure that students, families and partners have a voice in stating the values that are most important to them. Remember, while it's important to include diverse perspectives, it's equally important to ensure that the participants care about the organization and its future.

List potential team members in the appropriate category below:

Out-of-School Time Staff	School-Day Staff	Students	Family Members	Extended Community



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## Tips From Research

### Managing Organizational Culture, Climate and Change

Culture develops as a natural human process, with or without an intentional direction. It encompasses the values shared, or the reasons behind, what members of a defined group of people say and do. The term *organizational culture* refers to the values held by members of an organization. This culture affects the experiences and involvement of all stakeholders and affects the organization's ability to achieve success. Because of this broad reach, creating and managing change to the organizational culture is a critical component of operating 21<sup>st</sup> CCLC programs.

#### Organizational Culture vs. Organizational Climate

The differences between culture and climate are small, but real.<sup>1</sup> Gruenert and Whitaker liken culture to an organization's personality and liken climate to its attitude. They provide insight with the table below and this example: "Simply announce to the school that tomorrow is a snow day and you might notice a sudden change in climate as educators' and students' attitudes suddenly lift. The promise of a snow day doesn't change the school's personality (i.e., culture), but the collective shift in attitude (i.e., climate) allows the school to reveal what it values" (p. 11).<sup>2</sup>

#### Culture vs. Climate

Culture	Climate
...is the group's personality.	...is the group's attitude.
...gives Mondays permission to be miserable.	...differs from Monday to Friday, February to May.
...provides for a limited way of thinking.	...creates a state of mind.
...takes years to evolve.	...is easy to change.
...is based on values and beliefs.	...is based on perceptions.
...can't be felt, even by group members.	...can be felt when you enter a room.
...is part of us.	...surrounds us.
...is "the way we do things around here."	...is "the way we feel around here."
...determines whether or not improvement is possible.	...is the first thing that improves when positive change is made.
	...is in your head.

Climate is often referred to in terms of specific behaviors, making it relatively easy to discuss, manage and measure. For this reason, many organizations concentrate on climate and fail to manage the larger influence of culture.

#### Leading and Managing Change

Just as "change is inevitable: so is resistance to change."<sup>3</sup> Leading change is knowing how to overcome resistance; it is about inspiring and guiding people to the new future, not simply instructing them to move. By pre-emptively addressing staff concerns, adhering to a proven process, and avoiding common mistakes, leaders can successfully effect organizational change.

<sup>1</sup> Hoy, W.K. and Feldman, J.A. (1999). Organizational health profiles for high schools. In H.J. Freiberg (Ed.), *School Climate: Measuring, Improving and Sustaining Healthy Learning Environments*. Philadelphia, PA: Falmer Press.

<sup>2</sup> Gruenert, S. and Whitaker, T. (2015). *School Culture Rewired: How to Define, Assess, and Transform It*. Alexandria, VA: ASCD.

<sup>3</sup> Moorehead, G., and Griffin, R.W. (1998). *Managing People and Organizations: Organizational Behavior*. Boston, MA: Houghton Mifflin.

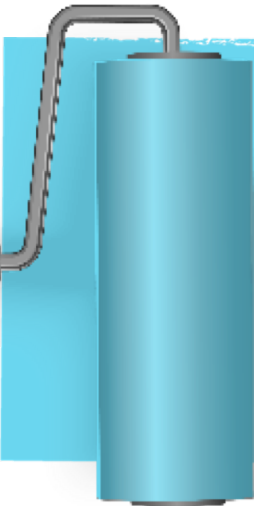


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# Reflection



What if a visitor came into your program;  
would they know the values of your  
program by what they see, hear or feel?

*Yes*

*No*





# Assess Your Culture and Climate

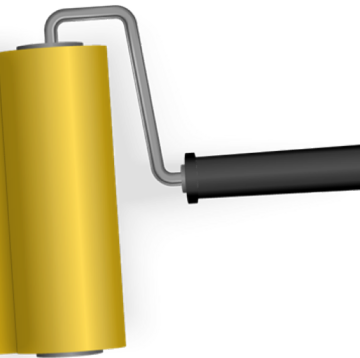


**Observe**

**Analyze**



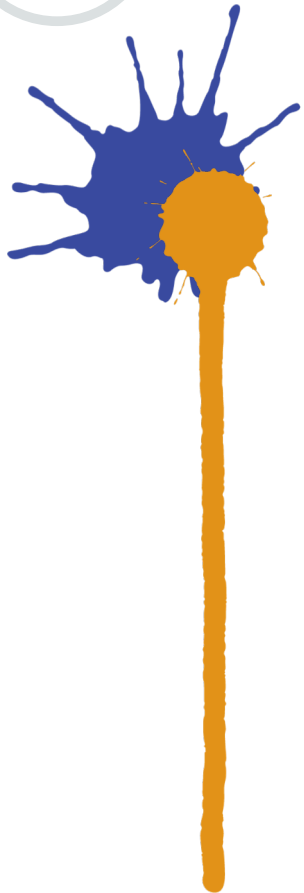
**Reflect**







# Gather Data



You for Youth | Organizational Culture and Climate

2

## Culture and Climate Perception Survey

### Culture and Climate Perception Survey: Student

This survey is voluntary. You do not need to complete it, but we hope you do! Your answers will help make this program even better.

*Directions:* For each statement, put an X in the box that matches your response. For example, if a statement says, "Kids eat a lot of ice cream" and you agree, place an X in the Agree column box for that question. (P.S. There are no questions about ice cream.)

	In this program...	Disagree a Lot	Disagree	Neutral	Agree	Agree a Lot
1	I feel safe in hallways.					
2	I often hear staff yell at other students.					
3	I see staff treat all students with respect.					
4	I have been taught to understand how others think and feel.					
5	I see staff listening to students.					
6	I see other students receive rewards for good behavior.					
7	I believe that students know how they are expected to act.					
8	I see students respecting others who are different from them.					
9	I feel safe in program areas.					
10	I have been taught how to identify my emotions.					
11	I try my best.					
12	I see students being friendly with each other.					
13	I believe the consequences of breaking rules are fair.					
14	I see students caring about one another.					
15	I see students being removed for breaking rules.					
16	I participate in program activities.					
17	I think students are punished a lot.					
18	I see staff praising students often.					
19	I believe program rules are fair.					
20	I see staff praising students for doing the right thing.					
21	I feel safe in bathrooms.					
22	I believe the adults who work here care about their students.					
23	I have been taught to accept the positive and negative consequences of my behavior.					
24	I complete my work.					




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# Tips for Assessing



Ask family members to tell you what they see and hear when they come into your program.



Ask students what a value in action should feel like or look like to them.



# What Is Next?



- Work with your program leads to identify and/or refine program values, write culture statements and write climate statements.
- Provide a copy of your culture and climate document to all staff.
- Train and continuously coach your staff on culture and climate.
- Use your culture and climate statements to guide the questions you ask potential employees.





# Y4Y Tools and Resources



You for Youth | **Organizational Culture and Climate**

1

## Implementation Checklist: Establishing Your Organization's Culture

*Use this tool as a guide for planning the first steps in providing a positive organizational culture and climate.*

### Establishing Culture

#### Step 1: Building Your Program

This work is intended to guide you in establishing a positive organizational culture and climate. This work requires that you include all members of your program team. Then, invite all stakeholders to share their perspectives on organizational culture and climate so that students, families and partners can all contribute to it. Remember, while it's important to have a plan, it's also important for the participants to care about the culture and climate.



You for Youth | **Organizational Culture and Climate**

1

## Techniques for Building Culture and Climate

Building your organization's culture and climate is a team effort. Your team needs to take notes on what works and what doesn't to help you improve.

**For best results,** use a flip chart or whiteboard. Split into small groups — and have each group write down their observations on organizational culture and climate status.

Maybe you have already identified some of the strengths of your organization. If so, use these techniques to build on them and make your organization more fulfilling for everyone.

1. SWOT Analysis



## Culture and Climate Perception Surveys

Y4Y offers three example surveys — one for students, one for staff and one for families — designed to collect impressions of your organizational culture. Near the end of the school year or summer session, ask participants to complete the survey. Then, use survey results as guidance as you define your culture and climate or as part of your continuous improvement discussions around culture and climate. Use the tool **Culture Survey Calculations** spreadsheet to formulate quick results!





# Let's Debrief



What are your thoughts on culture and climate now?

What do you think are the benefits of creating culture and climate statements?

What are your next steps?





# Organizational Culture and Climate Click & Go

## CLICK & GO 4: ADVANCE ORGANIZATIONAL SUCCESS


### BUILDING A POSITIVE ORGANIZATIONAL CULTURE AND CLIMATE

Does your program struggle to find or keep staff? Do you find it challenging to help staff understand and align with organizational beliefs about how students learn or how staff interact with one another? You may need to clearly express the culture and climate guiding your work. This Click & Go will help you manage the important work of defining and documenting organizational values and the behaviors that demonstrate those values.

## OBJECTIVES


### To enable participants to:

- Understand the importance of developing vision, mission, culture and climate statements.
- Use culture and climate to build a positive environment for staff, students and families.

[Zip Link](#)  (257 MB) Select link to download the resources in this Click & Go!



[https:// y4y.ed.gov/forums/](https://y4y.ed.gov/forums/)

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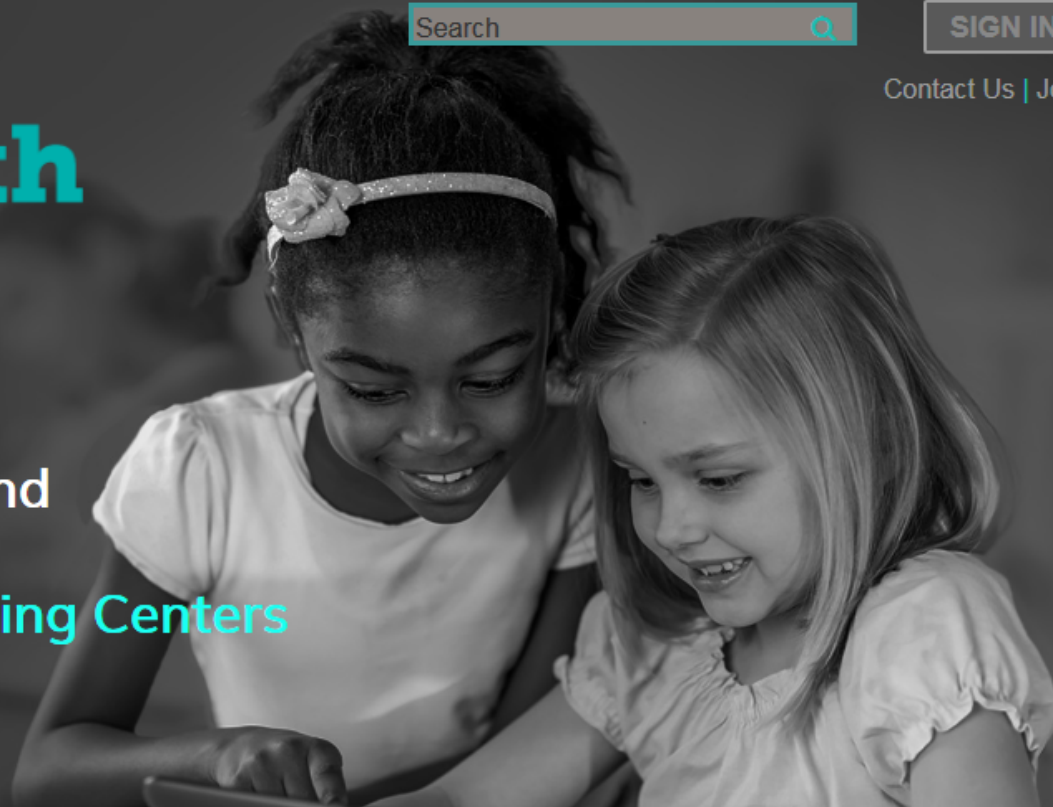
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# Next Time!

## *After Today*

Write one culture and  
three climate statements  
for your program.  
Add them to the  
discussion board!

## *Next Steps*

Positive Learning  
Environments: Choose  
Your Palette of Colors

Tomorrow  
1 p.m. ET





# Contact Us!



**Kathleen Bethke**  
*[KBethke@seiservices.com](mailto:KBethke@seiservices.com)*



**Sarah Brightwell**  
*[SBrightwell@seiservices.com](mailto:SBrightwell@seiservices.com)*

<https://y4y.ed.gov>  
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